Timber, Fish, & Wildlife Policy Committee
Policy Co-Chair:
Adrian Miller, Olympic Resource Management

January 20, 2015

TO: Forest Practices Board

FROM: Adrian Miller, Co-Chair

SUBJECT: TFW Policy Co-Chair Process & Description

Policy had already identified the need for a process and description for Policy Co-Chairs when the Board directed all committees to do so. Policy has drafted and finalized a Policy Co-Chair Process & Description document in response to the Board's request.

cc: Forest Practices Board Liaisons
TFW Policy

Timber, Fish, & Wildlife (TFW) Policy Committee
Co-Chair Selection Process & Duties

1.0 TFW Policy Co Chair – General

1.1 The TFW Policy Committee ("Policy") aspires to operate with two Co-Chairs who provide facilitation and administrative leadership to accomplish tasks in a timely and efficient manner.

1.2 The Co-Chairs will be affiliated with two different caucuses.

1.3 Policy will strive to rotate Co-Chair positions through all nine voting caucuses over time.

1.4 Policy caucuses may offer a Co-Chair in addition to their voting caucus representative.

1.5 Although Policy Co-Chairs are highly desirable, the temporary inability to fill one or both of these seats does not preclude Policy from continuing to function.

2.0 Duties

2.1 General Description: The role of Policy Co-Chairs is to plan for and facilitate Policy meetings. Facilitation could occur in collaboration with the professional facilitator supporting Policy (resources permitting) and on occasion with the Adaptive Management Program Administrator (AMPA). Co-Chair facilitation focuses both on content and process, but the Co-Chairs' focus is generally more weighted toward meeting content, while the Professional Facilitator is more focused on process – except where the AMPA can help facilitate discussions on technical content.

2.2 Specific Co-Chair Expectations. Co-Chairs will:

i. Facilitate meetings by managing the consensus decision process and coordinating dispute resolution when necessary.
ii. Develop meeting agendas and other materials with the facilitator and strive to make these available to participants within a reasonable time before meetings.
iii. Ensure that meeting notes are recorded, reviewed, and approved in a timely manner.
iv. Implement agendas by balancing the need for full discussion to attain closure or further issue definition with the need to maintain rigidity in order to give other topics their due respect and attention.
v. Facilitate technical advisory subgroups to Policy, or ensure that adequate facilitation is otherwise being provided.

vi. Communicate as needed with caucus representatives between meetings to ensure that issues of concern are placed on the agenda and topics are accurately and constructively framed for discussion. As needed, work with caucuses as needed to attempt to resolve inter-caucus issues.
vii. Ensure AMP Board Manual provisions and "ground rules" are followed.
viii. Be a model for the behavior expected of peers.
ix. Report to the Forest Practices Board on the status of Policy's accomplishments and deliberations at regularly scheduled meetings and/or as otherwise requested by the Board.
x. Consistently attend regular and special Policy meetings. Strive for physical presence at all meetings with few exceptions.
xi. Communicate with the AMPA, CMER Co-Chairs, and Forest Practices Board to maintain a working knowledge of the status of CMER Master Schedule Projects, budget and spending issues, and all matters relating to Policy consideration.

3.0 Co-Chair Terms of Service; Vacancies; Selection

3.1 Ideally, the term for a Policy Co-Chair would be two years.

3.2 Incumbents may serve more than one 2-year term, but must be approved each additional term by Policy consensus.

3.3 In the absence of both Co-Chairs, Policy will divide Co-Chair duties among Policy members on an ad-hoc basis.

3.4 Any TFW Policy caucus may nominate a Co-Chair candidate.

3.5 The Board will be updated on the status of a Co-Chair selection process, but Board approval of Policy Co-Chairs is not required.

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October 29, 2015

To: Forest Practices Board
From: Todd Baldwin and Doug Hooks
Subject: CMER co-chair Nomination and Selection Process

Dear Forest Practices Board Members,

At your request, attached is a compilation of the language describing the process for the nomination and selection of a CMER co-chair. With the exception of the second paragraph, this language was borrowed from the CMER Protocols and Standards manual.

Sincerely,

Todd Baldwin
TFW Project Manager, *CMER co-chair*
Kalispel Tribe of Indians

CMER Co-chair Nomination and Selection Process

The first step in a selection process is to develop a position description. The roles and responsibilities of the co-chair position are described in Section 3.2.2. of the Protocol and Standards Manual (PSM) below. Additionally, critical knowledge, skills, and abilities (KSAs) for co-chairs are listed in Appendix F to the PSM**.** While all of these responsibilities are not required, they do provide a good description of the expectations of the position. The suggested term for the position is described in Section 3.2.2.1. The CMER co-chair selection process itself is pretty straight forward as described below in section of 3.2.2.3 of the PSM.

CMER (and SAG's) current problem is getting more than one nomination for co-chair replacement. Currently Todd Baldwin is nearing his 2-year deadline as a co-chair and there is currently no replacement proposed for him. Doug Hooks recently replaced Mark Hicks and although he is not a CMER member or biologist, he has a very good understanding of the Adaptive Management Program and CMER processes and is skilled at facilitating meetings.

3.2.2 CMER Co-Chairs

CMER co-chairs provide scientific and administrative leadership to CMER to help the committee accomplish its tasks in a timely and efficient manner. Many of their responsibilities are shared with the Adaptive Management Program Administrator (AMPA). It is up to the individuals in these positions to work out the appropriate working relationship and task assignments.

In general, the CMER co-chair duties are as follows:

1. Facilitate the preparation, revision, and implementation of the adaptive management research work plan in accordance with the research priorities of Policy and the Board.
2. Maintain an atmosphere of high-quality, unbiased science in the development, implementation, analysis, reporting, and technical review of CMER work products.
3. Maintain a regular meeting schedule with a posted agenda at least a week in advance.
4. Communicate with key CMER participants between meetings to ensure that issues of concern are placed on the agenda and topics are properly framed for discussion at the meetings.
5. Facilitate CMER meetings and strive to manage a consensus process for decision-making.
6. Ensure that meeting notes are recorded, reviewed, approved and distributed.
7. Communicate with the AMPA to maintain a working knowledge of the status of CMER budget and spending issues.
8. Collaborate with the AMPA to prepare and present reports to Policy, the Board and other interested parties.
9. Maintain open communication with the AMPA, CMER participants, Policy co-chairs and DNR Forest Practices Board staff.
10. Facilitate Scientific Advisory Group support/coordination.
11. Communicate the results of research and monitoring studies clearly and accurately, in a timely fashion to AMPA and Policy.
12. Ensure CMER ground rules and other CMER rules, protocols, and guidelines are followed.
13. Facilitate and coordinate dispute resolution.

Appendix F

Critical Knowledge, Skills, and Abilities (KSAs) for CMER Co- chairs

The KSAs were taken from the Washington State Manager Development and Performance Plan (PER SF-MCPP2000 4/93) and edited to better reflect the CMER co- chair position. The eight KSAs represent broad areas of ability deemed critical to most state managerial positions. "Prompters" included for each KSA are indicators to better guide the co-chairs' performance expectations.

KSAs	"Prompters"
Communication	o Adapt communications to diverse audiences o Deliver quality oral presentations o Demonstrate consistency between verbal and nonverbal communication o Share appropriate information internally and externally o Manage meetings effectively o Possess effective listening skills o Write clearly and concisely o Speak clearly and concisely
Decision Making	o Take calculated risks o Use a logical rational approach o Make timely/responsive decisions o Take responsibility for decisions o Modify decisions based on new information when appropriate o Involve appropriate others in the decision making process
Interpersonal Skills	o Relate well with others o Demonstrate trust, sensitivity and mutual respect o Provide timely and honest feedback in a constructive and non-threatening way o Maintain confidentiality o Accept constructive criticism o Demonstrate consistency and fairness o Negotiate effectively
Leadership	o Coach and mentor; inspire and motivate o Delegate responsibility with associated authority o Demonstrate self-confidence o Lead by example; serve as appropriate role model o Promote a cooperative work environment o Set clear, reasonable expectations and follows through o Remain visible and approachable and interacts with others on a regular basis o Demonstrate high ethical standards o Gain support and buy-in through participation of others
Planning	o Maintain a clear focus on internal and external customer needs

	o Work with Policy and SAGs to plan future budgets and resource requirements o Anticipate problems and develops contingency plans o Work with CMER members to: ▪ Set priorities ▪ Establish challenging, attainable goals and objectives ▪ Identify short and long range organizational needs ▪ Look to the future with a broad perspective
Human Resource Management	o Recruit, select and retain capable, productive volunteers o Promote volunteer safety and wellness o Demonstrate knowledge of volunteer support/coordination o Recognize and reward good performance o Assess and provide for volunteer development and training o Encourage and assist volunteers to achieve full potential o Evaluate volunteers timely and thoroughly o Take timely, appropriate corrective/dispute resolution action
Program/Project Management	o Monitor and verify ongoing cost effectiveness (AMPA task only?) o Ensure protocols and standards are met o Respond effectively to unforeseen problems o Understand policy and FPB needs o Ability to lead CMER in achieving results o Use resources efficiently and manages effectively within budget limits
Interacting with the External Environment	o Work effectively within the political environment o Exhibit knowledge and show cooperation regarding intra- and inter-agency programs/ activities/ responsibilities o Display sensitivity to public attitudes and concerns o Understand and cultivate stakeholder relationships o Demonstrate team play

3.2.2.1 CMER Co-Chair Term

The term for a CMER co-chair is two years, with each co-chair starting and ending on alternate years. Ideally, terms will start on July 1 and end on June 30 to coincide with the start of each new fiscal and work plan year. This will provide the highest level of continuity in the transition of these positions. Incumbents may serve more than one term, but must be nominated and approved each time. When a co-chair cannot fulfill the two-year commitment, a minimum two-month notice is desired. An interim co-chair may be appointed or a new selection process started to find a person to complete the remaining term. If there is no consensus on an interim co-chair, CMER may choose to function under one chair until the next nomination cycle or may request that Policy make a decision.

3.2.2.3 CMER Co-Chair Nomination and Selection Process

Nomination Process

CMER core members (Board-approved) may nominate one person, preferably from a different caucus than the remaining co-chair, by April 1 of each year in anticipation of the selection process. Candidates do not need to be Board-approved CMER members during the selection period, but will become members

if approved by the Board. CMER will submit the list of candidates, including qualifications and time and funding commitments by the organizations they represent, to the AMPA. CMER should strive to nominate a minimum of three viable candidates. Where three candidates are not forthcoming, CMER should inform Policy of the reason.

CMER Co-chair Selection Process

When there are multiple candidates for a co-chair position, the AMPA will call for a special meeting by a seven-member committee to select the CMER co-chair. The committee will comprise the following members: (a) the AMPA; (b) the current CMER co-chairs plus one CMER core member volunteer; and (c) the current Policy co-chairs plus one Policy member volunteer. This committee will then recommend a CMER co-chair for CMER approval. Policy and the Board will be updated on the co-chair selection process, but Policy and the Board approval of CMER co-chairs is not required.

A CMER co-chair does not need to be a Board-approved core member to serve. However, if the candidate is not a core member, it is recommended the candidate's caucus nominate the candidate to the Board for approval as a core member.

Roundtable TIMBER/FISH &WILDLIFE

October 22, 2015

MEMORANDUM

To: Forest Practices Board

From: Timber/Fish/Wildlife Cultural Resources Roundtable Co-Chairs

Jeffrey Thomas, Puyallup Tribe of Indians
Karen Terwilleger, Washington Forest Protection Association

RE: Timber/Fish/Wildlife Cultural Resources Roundtable Co-Chair Selection Process

The TFW Cultural Resources Roundtable (Roundtable) is pleased to submit this report to the Forest Practices Board (Board), as requested by the Board.

On August 11, 2015, the Board passed the following motion:

> *"The Forest Practices Board request (sic) each of the TFW committees that do not have a process for selecting co-chairs, to discuss a possible process and report back to the Board in November. The process should consider term limits, how many consecutive terms, staggered terms, how co-chairs are elected whether by consensus or by a majority quorum of members. The co-chairs should be reflective of the participant pool."*

The Roundtable discussed the Board's motion at September and October meetings. The following considerations comprise the current process for Roundtable co-chair selection. The Board's motion created considerable deliberation so the Roundtable intends to continue discussions and will report back to the Board if any of the current strategies change.

T/F/W Cultural Resources Roundtable Current Co-chair Selection Strategies
September 15, 2015

- Continuity and history are important in co-chair selection.
- Advisable if new co-chairs had previous experience with the group. As the new co-chair, Karen had to go up a steep learning curve.
- Co-chair positions are represented by 1 tribal and 1 non-tribal entity
- Co-chairs should have the ability to be a co-chair as well as an advocate but need to separate these roles
- Trust between members of the group is important, and trust of the co-chairs. This enables good listening, and eventually solutions for the issues.
- Co-chairs need to be knowledgeable, passionate, motivated with proven leadership and team-building skills. Co-chairs should also have standing in their communities and be professional.
- Tribal co-chair selection is accomplished through existing TFW intertribal designation processes.
- The non-tribal co-chair is selected by consensus of the entire Roundtable.